

DDS&T-613-84
21 August 1984

MEMORANDUM FOR: Executive Director

FROM: R. E. Hineman
Deputy Director for Science and Technology

SUBJECT: Status Report on DDS&T Initiatives on Excellence

REFERENCES: A. Your Memorandum to Deputy Directors, Subject:
Excellence, dtd 24 July 1984 (ER 84-2836/1)

B. Memo for DDCI fm DDS&T, dtd 30 Mar 84, Subject:
Follow-up on DCI's Speech On Excellence

1. This memorandum is my status report on the progress in our excellence campaign since 30 March 1984. My Staff, Office Directors and I have continued to take action, generate new ideas and guard against allowing bureaucratic procedures and processes to creep into our work.

2. In April, I assigned my Career Service Board (CSB) certain issues to consider in pursuit of excellence. Their findings and my decisions on the specific topics are as follows:

a. Dual Career Tracks -- The offices reported a clear need for an expansion of the non-managerial career track. The specific disciplines required vary from office to office and include both the Senior Scientist and Engineering Program and the Senior Intelligence Analyst positions. In addition, we identified the need for special career tracks for linguists and other specialists. We have set up a task force to study this subject, focus the issues, and provide recommendations.

b. Criteria for Rating Managers -- The majority of CSB members believe that the criteria for assessing DS&T managers are already contained in PAR guidance. I agree.

c. DS&T Personnel Handbooks -- The CSB members believe that we do not need a Directorate-Level handbook, but that the Offices should continue to produce and update Office-level handbooks.

d. DS&T Career Days -- The consensus is that a DS&T career day should be regularized. We have begun planning this activity.

e. Reference to Excellence -- The majority opinion was negative on referring to excellence as a matter of policy. The consensus is that usage should be judged individually on the merits of each case. I agree.

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f. New Idea Generation -- This subject generated the broadest range of suggestions. The most common themes are: to reemphasize awards for new ideas, to enhance recognition for same, and to establish a specific award for new ideas in the spirit of improving our way of doing business. I will continue to seek ways to encourage new ideas to surface and be acted upon.

3. Additionally, I asked my Office Directors for their views on several topics. Their views and my decisions are as follows:

a. How to handle assignments which require shorthand. Individual managers will determine where shorthand is required for a specific job, and vacancy notices will specify the requirement.

b. How to involve employees in solving problems identified in IG reports, while protecting sensitive matters. I recommend that IG reports be structured so that sensitive matters can be isolated easily from the rest of the report for reproduction and wide distribution.

c. The need to provide resources at the Directorate level for task forces on special problems. I have decided to allocate those resources to the offices and form task forces as needed comprised of employees from the appropriate components.

4. The Offices in DS&T have taken many steps in pursuit of excellence. The following are representative of the kinds of actions generated by the excellence campaign:

a. Recognition -- Since our excellence campaign began in April, DS&T employees have received the following awards:

(1) Special Achievement and Exceptional Accomplishment Awards -- Office Directors have given out 60 awards with a cash value of \$21,150. I have given 14 awards worth \$14,000 and the Suggestion & Awards Committee has given 26 awards totalling \$51,500.

(2) DS&T employees have received 19 Honor and Merit Awards.

(3) DS&T employees have received 40 QSIs.

(4) Two special achievement awards have been given to language officers.

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b. Delegation of Authority and Responsibility

(1) OTS and FBIS have reviewed authorities to determine which can be delegated; some authorities have been delegated through the Group level to the Division Chief and below.

(2) NPIC reduced the number of management levels between the Office Director and the employee to a maximum of three and divided a large diverse group into two more functionally cohesive groups.

c. Communication

(1) OD&E published an office newsletter and "The Traveler's Way" to acquaint employees with travel topics of current interest. FBIS printed an overseas processing brochure for PCS travelers and developed a critique sheet for feedback.

(2) NPIC's Imagery Exploitation Group established an automated file through which employees can communicate with Group management and with each other. Comments are reviewed daily and responses entered into the system for all to read.

(3) OD&E instituted an annual "all hands" meeting on the state of the office, its accomplishments and future direction. OD&E also issued a questionnaire to all personnel asking for their ideas on how to improve the office, its performance and operation.

d. Personnel Management

(1) OSO began work on certification of its personnel assigned to [] to provide similar professional recognition to that enjoyed by their NSA counterparts.

(2) FBIS developed a checklist for and conducted new employee orientation. OD&E developed handbooks containing basic information on organization, policies, and procedures.

(3) FBIS developed a new Personnel Planning Questionnaire to improve the matching of personnel with positions.

(4) OD&E improved recruitment and applicant processing by tailored advertising in key newspapers and journals, publication of a professional recruiting brochure, and maintaining close applicant contact after interviews.

(5) OTS is requiring that interviewers attend a special workshop designed by OT&E to help ensure the quality of people we hire.

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(6) FBIS is hiring an officer to work exclusively on improving and refining its unique personnel management system for foreign national employees to guarantee adequate compensation, benefits and career development to attract and retain high quality employees.

(7) OD&E created a Managers' Course to provide new management personnel an insight into the business of the Office.

(8) OSO obtained a full time nurse in [] to provide nursing care as well as TDY shot requirements.

(9) FBIS developed a new tandem couple arrangement to allow a married couple to be assigned to the same bureau overseas and initiated action to [] for FBIS overseas employees.

e. Quality of Life Improvements

(1) OSO provided a shower room in [] to benefit joggers. OSO also initiated a shuttle between [] and Headquarters to reduce waiting time and avoid parking problems at Headquarters.

(2) FBIS recommended that Logistics eliminate the cost of parking for JPRS personnel, the only CIA staff in Virginia who still pay for parking.

f. Improve Product and Service.

(1) NPIC has taken steps to improve the quality and responsiveness of its product. They include: establishment of a Customer Information and Support Center to more efficiently serve consumers; implementation of a production research program to make products more responsive to the needs of the Intelligence Community; implementation of a plan to audit the quality of the NPIC database; and initiation of a series of Imagery Exploitation Managers' Conferences to provide a forum for the discussion of issues of common concern.

(2) FBIS continues to provide new products to meet consumer needs. The latest example is a new JPRS publication entitled "Terrorism," which provides translations of media items on the international terrorist problem.

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5. I plan to circulate the list of actions each Office has taken so that others can examine them for possible application in their components.

6. In addition to the delegations to the Office Directors cited in my earlier report, I am having notices written to simplify procedures for the following:

- a. Promotions through grade GS-14.
- b. Hiring of applicants at in-step rates.
- c. Requests for Leave Without Pay up to one year.
- d. Recommending non-R careerists for promotion.
- e. Requests for advances of sick leave.

f. Memoranda requesting waivers of [redacted] (Security Clearances and Approvals).

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7. My CSB is in the process of evaluating its own role to determine whether more authority should be delegated to the offices. We expect to have completed that process by the end of the year.

8. DS&T employees have made other suggestions which are currently being considered for adoption within this Directorate. An example of those suggestions is to change the membership of the DS&T Senior Secretarial Career Service Panel, replacing Executive Officers with the secretaries to the Office Directors and Deputy Office Directors.

9. Many new ideas have surfaced during our discussions on pursuing excellence. I believe the following warrant your consideration:

- a. Travel Accounting Credit -- Use the random-sample approach for auditing travel accountings rather than performing 100 percent audits.
- b. Grade of New Hires -- Delegate authority to Office Directors to determine the grade of new hires in accordance with OP Guidelines rather than requiring approval of Director of Personnel.
- c. Approval of Clipper Class for Foreign TDY -- Delegate authority to Office Directors to approve use of Clipper Class for foreign TDY.
- d. Revision of the Time and Attendance Reporting Procedure -- Change the procedure to report only the exceptions to the normal work day, thereby highlighting overtime worked, and annual and sick leave taken.

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e. Donations of Annual or Sick Leave -- Make it possible to transfer annual or sick leave from one employee to another of the same or lower grade. Allow an employee to donate unused leave to the Public Service Assistance fund for emergency use by employees who are out of leave as a result of serious hardships.

f. Forfeiture of Annual Leave -- Allow all employees to carry over leave as SIS personnel do. At a minimum, allow unused leave to count toward retirement qualification.

g. Senior Secretarial Service -- Establish a Senior Secretarial Service (with appropriate rescaling of pay) to support SISers.

h. Quality of Life at the Out Buildings -- Plan improvements in the environment for personnel at the out buildings rather than leaving the buildings unimproved until the personnel move into the new building.

i. Control of Unclassified Material -- Limit the use of "Administrative Internal Use Only" or other controls on employee bulletins that contain material relevant to families of employees.

j. Parking at Headquarters -- Provide adequate parking at Headquarters for all employees coincident with the move to the new building.

k. Pay Cap for SIS Personnel -- Use DCI authority to establish a new pay scale above the current ceiling for Agency SIS personnel.

1. Employee Suggestions -- Streamline the employee suggestion system by having a full time staff and a secure phone to accept ideas. Do not require suggestors to develop their ideas but have a qualified staff to do that and to process ideas expeditiously. Provide the staff with terminals with AIM System access and Wang terminals with communications capability.

10. Another idea which merits further consideration is one concerning payments to SIS officers for accumulated annual leave. [REDACTED] an Office of Finance employee, suggested that a ceiling be placed on the amount of annual leave that an SIS could carry over every year and that the excess be placed in an interest-bearing account. At retirement or separation, the officer would draw the annual leave payments plus earnings in a lump sum or in a series of payments. I understand that the Agency could not implement this suggestion unilaterally and that legislation would probably be required. However, in the spirit of our excellence campaign, I endorse this idea and recommend that we continue to pursue means of adopting this suggestion.



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